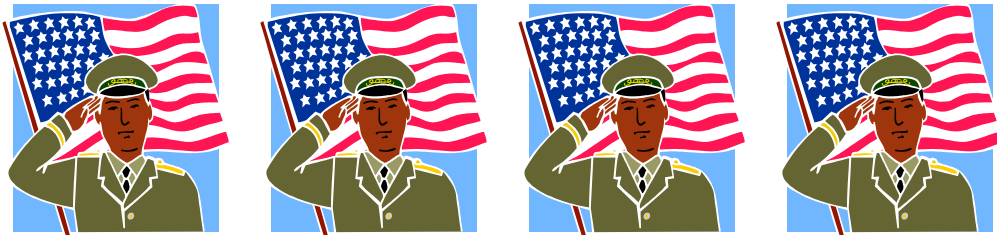


## **Idaho Division of Veterans Services**

# **Strategic Plan 2005 – 2009**

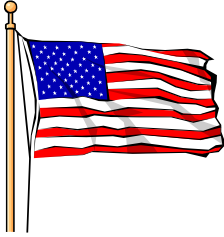


### **Vision Statement**

***Caring for America's Heroes***

### **Mission Statement**

**We are dedicated to serving Idaho's veterans who have earned special recognition through their sacrifices in protecting our country's freedoms and individual rights. We honor them by providing advocacy, quality long-term care, and dignified interment services. We achieve this by being innovative in our delivery of services, maintaining state-of-the-art facilities and equipment, and most importantly, attracting and retaining superior staff and volunteers.**



**Dear Citizens,**

**The Strategic Plan for the Idaho Division of Veterans Services is our guidebook for the next four years. This plan helps our staff make decisions that are consistent with our goals, mission, and vision. It provides a way for us to hold ourselves accountable to you and a way for us to measure how close we are coming to achieving our goals. It helps us make needed changes to better serve you.**

**Over the past three years, we successfully tackled the challenges of becoming a self-governing agency and the three State Veterans Homes for Medicaid. This year, we began constructing the long-awaited State Veterans Cemetery. In all that we do, we will continue our commitment to greater efficiency, innovation, and creative service delivery to the veterans of the great State of Idaho.**

**The Division of Veterans Services will carry on involving veterans, their families, volunteers, employees, and citizens in our decision-making and in determining what direction we should be moving in the years ahead. Together, we can form a team that continues to excel in [\*\*“Caring for America’s Heroes.”\*\*](#)**

**Sincerely,**

*Richard W. Jones*

**Richard W. Jones, Administrator  
Idaho Division of Veterans Services**

*David E. Brasuell*

**David E. Brasuell, Chairman  
Idaho Veterans Affairs Commission**



## **Goal 1: High quality advocacy for all Idaho Veterans**

### **Objectives:**

- 1. Expand outreach activities to Idaho's Veteran population**
- 2. Increase number of State Service Officers to better serve rural areas and the State's increased population**
- 3. Enhance ongoing positive relationship with Department of Veterans Affairs, as well as legislative and congressional representatives**
- 4. Support efforts to collocate state and federal agencies serving Idaho Veterans**

### **Key Performance Indicators:**

- 1. Number of Veteran benefit dollars coming into the State of Idaho**
- 2. Percentage of Idaho Veterans and their dependents receiving compensation and pension and widow's benefits**
- 3. Attendance and/or attendance with presentations at various community functions and meetings throughout the state representing the Division.**
- 4. Attendance and/or attendance with presentations at State and National conventions representing Idaho and the Division.**
- 5. Number of claims filed with the Department of Veterans Affairs and other agencies**



## **Goal 2: The best long-term care and enhanced quality of life for all Idaho State Veterans Home residents**

### **Objectives:**

- 1. Instill a spirit of quality care in all staff**
- 2. Expand orientation of new residents and families**
- 3. Facilitate focus groups of residents and families as means of gaining essential feedback**
- 4. Conduct regularly scheduled family meetings**

### **Key Performance Indicators:**

- 1. Percent of returned surveys from residents indicating satisfaction with services**
- 2. Percent of returned surveys from families indicating satisfaction with services**
- 3. Percentage of quality assurance items meeting threshold**
- 4. Number of satisfactory surveys from the state and federal survey agencies with no more tags issued than the federal or state average. (Note: a survey resulting from a complaint is considered satisfactory if the complaint is not validated.)**



### **Goal 3: Attraction and retention of qualified and caring staff and volunteers**

#### **Objectives:**

- 1. Increase staff development activities**
- 2. Enhance orientation for staff and volunteers**
- 3. Expand retention efforts**
- 4. Provide CNA training**
- 5. Assist with employee work/life issues**
- 6. Enhance recognition of staff and volunteers**
- 7. Improve communication among staff**
- 8. Make employee input routine activity**
- 9. Build and carry out programs for employee career ladders**

#### **Key Performance Indicators:**

- 1. Number of employees with five years of service**
- 2. Rate of Veterans Home staff turnover compared to industry average**
- 3. Number of new volunteers and annual volunteer hours**
- 4. Number of employees participating in career ladder activities**



## **Goal 4: Consistent communication and staff education using state-of-the-art equipment and technology**

### **Objectives:**

- 1. Enhance in-service training for all staff**
- 2. Utilize existing education resources of other state agencies and organizations such as Idaho Health Care Association and Department of Veterans Affairs**
- 3. Enhance accountability procedures to ensure education is targeted to staff needs**
- 4. Increase employee involvement in telecommunication equipment choice**
- 5. Expand web-based services**

### **Key Performance Indicators:**

- 1. Number of external and internal links on IDVS web page**
- 2. Percent of staff expressing comfort with available technology**
- 3. Number of website visits**
- 4. Number of in-service hours from outside education resources**
- 5. Number of in-service hours from inside education resources**



## **Goal 5: Wise use of limited resources**

### **Objectives:**

- 1. Enhance budgetary reporting process**
- 2. Augment accountability efforts by conducting ongoing supervisory training in budgetary, performance management and risk management issues**
- 3. Incorporate best practices from other Veterans' homes nationwide**
- 4. Conduct consistent and effective marketing program**
- 5. Provide recognition for cost-cutting innovations**
- 6. Coordinate and enhance worker's safety program**

### **Key Performance Indicators:**

- 1. Percent of occupied beds in facilities**
- 2. Number of hours of agency staff**
- 3. Percent of worker's compensation expenses**
- 4. Cost-cutting measures implemented and dollars saved**



## **Goal 6: State Veterans Cemetery**

### **Objective:**

- 1. Design and complete construction of the cemetery**
- 2. Select, train, and supervise qualified and caring staff**
- 3. Establish and expand volunteer program**
- 4. Coordinate Honor Guard Program**
- 5. Enhance ongoing positive relationships with veterans groups**
- 6. Maintain community and legislative support for the State Veterans Cemetery**

### **Performance Indicators:**

- 1. Number of presentations and donations to the Veterans Cemetery Maintenance Fund**
- 2. Percent of interment services and other operations that dignify veteran and meet the needs of their families**
- 3. Percent of requests for veterans' burial benefits that are approved by VA**
- 4. Rate of Veterans Cemetery staff turnover compared to industry average**
- 5. Number of volunteers and annual volunteer hours**